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Driving Success Through Learning & Development

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Why is learning important?

If you develop an individual
you develop an organization.

“Training and Development focuses on identifying, assuring and helping develop, through planning learning, the key competencies that enable individuals to perform current or future jobs. Training and Development’s primary emphasis is on individuals in their work roles. The primary training and development solution is planning individual learning, whether accomplished through training, on-the-job learning, coaching or other means of fostering individual learning.”

ASTD Hand Book for Workplace Learning Professionals

Benefits of Employee Learning & Development

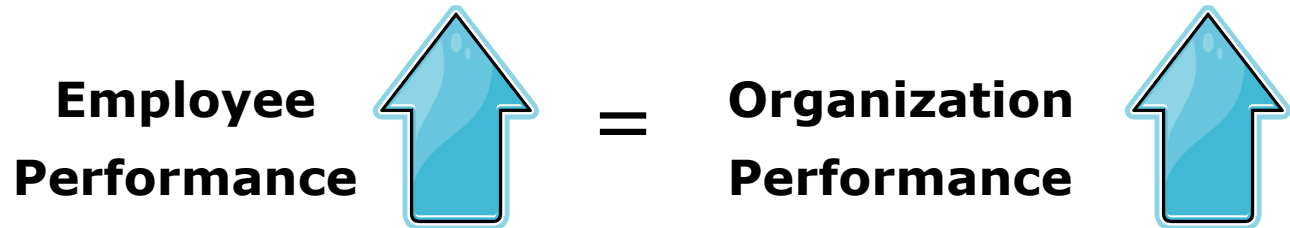
- Increased job satisfaction and morale among employees
- Increased employee motivation
- Increased efficiencies in processes, resulting in financial gain/savings
- Increased capacity to adopt new technologies and methods

Benefits of Employee Learning & Development

- Increased innovation in strategies and products
- Reduced employee turnover
- Enhanced image for the organization
- Risk management (e.g., sexual harassment and diversity training)

#1 Goal

The number one goal of the Learning function should be that employee and or organizational performance is increased.





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ASTD Research and Benchmarking on Workplace Learning and Performance



STATE OF THE INDUSTRY REPORT

2007



Learning Investments

(2006)	Direct Expenditure per Employee	Learning Hours Used per Employee	Direct Expenditure as % of Payroll (without Benefits and Taxes)
Consolidated	\$1040.40	35.06	2.33%
Government	\$843.22	33.52	1.54%

Learning Content Distribution

	Managerial & Supervisory	Processes, Procedures, Business Practices	Interpersonal Skills	Basic Skills	Profession or Industry Specific
Consolidated	11.00%	11.07%	5.75%*	4.49%*	14.45%
Government	14.70%	15.12%	9.52%	12.53%	18.67%

*** IT & Systems 10.24%**

Other (Quality, Product knowledge) 10.74%

Delivery Methods

	Instructor-Led Real	Self-Paced Online (networked)
Consolidated	65.30%	19.13%

Characteristics of the Best Learning Organizations

- Alignment
- Sr. Leadership's Involvement
- Efficiency
- Effectiveness
- Investment
- Learning Opportunities
- Measurement
- Non-Training Solutions

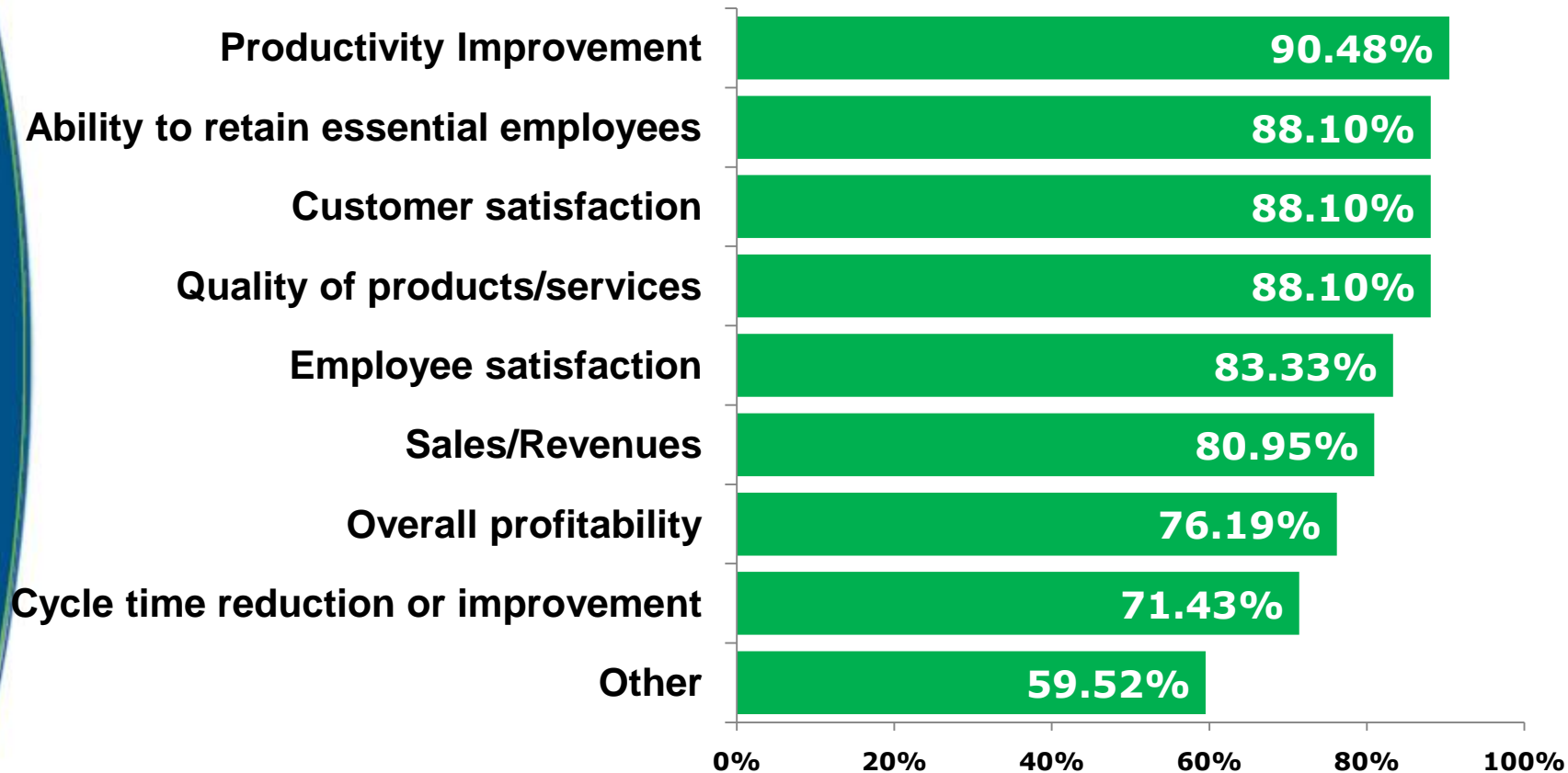
Methods to Align Learning & Performance

- Use Corporate strategic plans to guide development & delivery.
- Establish position-based curricula tied to organizational goals.
- Provide learning maps that link skill development to career progression.
- Align competency models across business functions or specific job families, and mapping individual roles to core competencies.

Methods to Align Learning & Performance

- Conduct business impact analyses and surveys to identify learning needs and desired performance outcomes.
- Require a minimum number of classes or training hours per employee and tie accomplishment of learning to individual performance reviews.
- Require employees to complete annual individual learning development plans aligned to organizational strategy/goals.

Reported Improvements



Non-Training Solutions/Performance Improvement

- Using technology to create communities of practice and facilitate online collaboration
- Changing cultural awareness, implementing diversity and inclusion initiatives, and developing capacity to expand to other countries by developing cultural sensitivity

Non-Training Solutions/Performance Improvement

- Integrating the talent management process with 3-5 year business plans to identify talent and skills required to be successful in the future.
- Creating a supply of potential leaders by setting standards for talent assessment, leadership development interventions, and communication

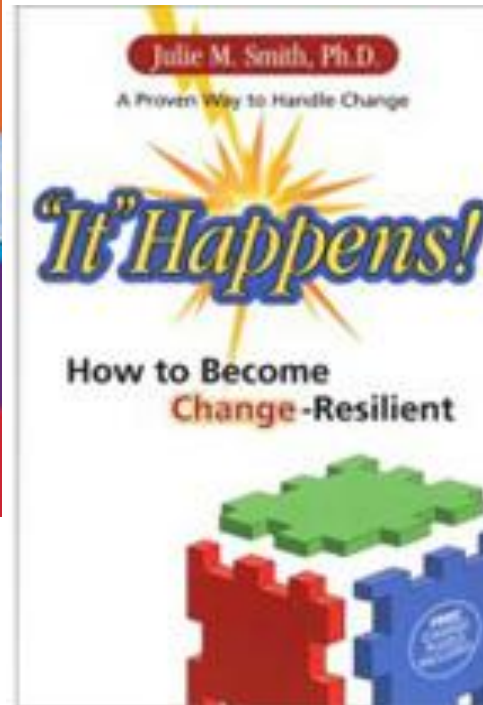
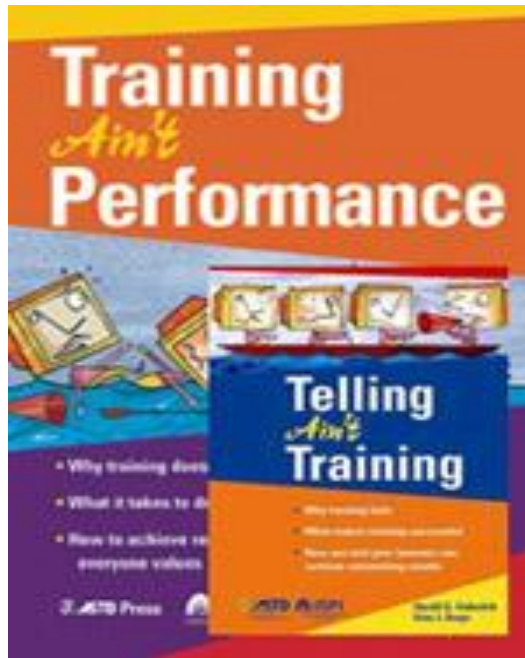
Non-Training Solutions/Performance Improvement

- Developing online document management system for all operational manuals and standards that could be easily accessed by employees
- Creating and implementing tools to manage knowledge and developing an organizational knowledge strategy.

What is ASTD?

- ASTD is the world's largest association dedicated to workplace learning and performance professionals
- ASTD's members and associates come from more than 100 countries and thousands of organizations
- ASTD marks its beginning in 1944 when the organization held its first annual conference

Publications and Books



Training + Development Magazine



Educational Programs & Conferences



ASTD International Conference & Exposition

**May 31 - June 3, 2009
Washington, DC, USA**

**ASTD TechKnowledge®
Conference & Exposition
January 28-30, 2009
Las Vegas, Nevada**

ASTD Website – www.astd.org



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About ASTD

ASTD (American Society for Training & Development) is the world's largest association dedicated to workplace learning and performance professionals. ASTD's members come from more than 100 countries and connect locally in nearly 140 U.S. chapters and 25 Global Networks. Members work in thousands of organizations of all sizes, in government, as independent consultants, and suppliers.

ASTD started in 1944 when the organization held its first annual conference. ASTD has widened the profession's focus to link learning and performance to individual and organizational results, and is a sought-after voice on critical public policy issues.

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ASTD Research

ASTD Research tracks trends, informs decisions, and connects research to practice in the field of workplace learning and performance.

ASTD Launches WLP Scorecard

In late 2006, ASTD launched a comprehensive and powerful online benchmarking and decision support tool for workplace learning and performance. The WLP Scorecard provides instant comparisons on a broad range of learning and non-learning variables, and diagnoses strengths and weaknesses of each organization. The WLP Scorecard generates Scorecard Reports that cover financial, operations, customer, and innovation indicators, and Index Reports that provide diagnostics on the alignment, efficiency, effectiveness, and sustainability of the learning function. Click here for [more information](#).

2006 Research-to-Practice Conference

Employee Learning Week

ASTD awareness campaign to encourage organizations to demonstrate their commitment to employee learning and development

Employee Learning Week '08
December 8-12, 2008



Workforce Development is Everyone's Business®

www.employeelearningweek.org



Local Chapter



www.br.astd.org

